

MEMORANDUM FOR: Chairman, DDA Personnel Resources Committee

SUBJECT : Task Force D Recommendations Regarding
Career Counseling

1. During the past several weeks, a review was conducted utilizing the inventory of current personnel practices and procedures. This review was directed specifically to the area of employee career counseling. It has been determined that most DDA components have practiced the "open door" employee counseling practice. It is the sense of the Task Force that the "open door" policy does not provide the type of employee career counseling outlined in the ten DCI personnel objectives, and the sixteen personnel responsibilities and authorities of the Deputy Director - both contained in the PASG report.

2. Task Force D met on 1 October and analyzed various employee career counseling techniques. The members of the Task Force were unanimous in recommending the following:

a. The DDA promulgate a policy whereby each component within the Directorate shall identify a Career Management Officer (or officers). The identity(s) shall be published so that each employee within the Directorate can be aware of, and can have access to, the CMO for career counseling purposes.

Discussion:

Career counseling is not to be confused with on-the-job performance counseling normally provided by the employee's supervisor. Career counseling is a service designed to provide an employee with information about his overall level of career development, his strengths and weaknesses as seen by his supervisors, and the various career development plans available to him - including developmental assignments and training. The CMO and the employee will consult together as to the best remedies for any job-performance deficiencies, and the best available career development plan for the employee.

The Task Force members asked the question, "Who (generically) should the CMO be?" - in the various DDA components. It is unlikely component chiefs will

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set aside specific positions for the CMO during a period of increasing job requirements and decreasing personnel strength. The indications are, however, that each component now has a Career Service Board (or Panel) which meets periodically to study personnel requirements, job assignments, training selections, etc. The members of such Boards could also serve, logically, as career counselors. Undoubtedly there are other possibilities, but it was the sense of the Task Force that it is precisely because of the tight personnel situation that components should make the effort to provide employee career counseling.

b. The DDA promulgate a policy which specifies scheduled career counseling for each employee. Counseling sessions should occur at least once each year (and at a time different from Fitness Report conferences).

Discussion:

The "open door" policy should always be in force. It should be coupled with an annual, scheduled meeting with each employee for the purpose of career counseling. Counselors can be better prepared and should be more effective in scheduled meetings.

c. The DDA should consider restructuring the responsibilities of the DDA CMO Office.

Discussion:

A visible DDA career counseling officer, for example, might provide a "sounding board" for employees who feel their careers stymied within any Agency component. Perhaps more interesting and challenging career opportunities could be provided to such personnel by a centralized (Agency-wide) career counseling office. Such a scheme is not intended to function outside of the normal Agency command structure. It would provide, however, that last attempt at within-Agency job placement. In a tightly compartmented Agency such as ours, it is entirely conceivable that intra-directorate - and inter-directorate - considerations could pay large dividends

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in personnel savings. Any "savings" in this regard would seem to warrant such an approach over alternative costs (recruitment, security, training, experience, etc.). This concept is not new. "Lip service" will continue to apply to the concept. Its chance for success would appear to be best when centralized, and with the direct support of the Deputy Director for Administration.

3. The Task Force now plans to examine the inventory of current personnel practices and procedures with an emphasis on training. We will advise you of our findings upon the completion of the analysis.



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Chairman, Task Force D

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